

Impact of cuts measurement
August 2014

The Leonard Stocks Centre is part of the budget cut proposals for 2015-16, this document outlines the relationships between the services provided and some of the potential consequences of cutting those services. This document is intended to clarify the impact of the cuts and identify some of the potential indicators of impact.

LSC fulfils a broad range of requirements in Torbay, these were roughly categorised as:

Facilities / Structure:

- safe building
- 24 beds (include 3 rooms equipped for those with disabilities)
- Room to accommodate people under the Severe Weather Emergency P?

Services:

- Needs assessment
- Ongoing support
- Health surgeries
- Ancillary activities inc. Employability
- Rough sleeper count
- Informal accommodation

Link:

- Neutral place to meet clients
- Stability
- Flexibility
- Intelligence for partner agencies
- Structure for clients

The consequences of removing any of the above assets are varied: from a loss of effectiveness in interventions to avoidable death.

Table 1: consequences of cuts

Asset	Consequence	Comments	Measure
Facilities	Increase in anti-social behaviour at low and high level	If people have nowhere to go, the amount of rough sleeping is likely to increase, this will come with associated behaviours such as urinating in doorways, begging, etc.	ASB in Torquay town centre
	Increase in stray dog costs	It is difficult to place people with dogs, it is likely that dogs will go stray more often, without the funds to pay for them	Cost of kennelling
	Increased referrals to adult safeguarding board	If a homeless person has no place to stay, they are more likely to be referred to the Adult SB	No. of referrals to Adult SB
	Increased demand on HMO accommodation	The supply of privately rented accommodation in Torbay will not match the demand, it is likely that	Benefits entitlement

Asset	Consequence	Comments	Measure
		there will be a greater demand for cheap rented accommodation	
	Increased no. of rough sleepers on the streets of Torbay	24 beds can currently be allocated to rough sleepers	No. rough sleepers
	Increased pressure on spot purchase of B&B	24 people will not be able to stay at LSC, when contracted accommodation is full there will be extra pressure on spot purchases	B&B budgets
	Increased pressure on temporary accommodation	24 people will not be able to stay at LSC, therefore they may place more pressure on the temporary accommodation budgets	TA budgets
	Increased pressure on alternative accommodation	There are limited places available for people with disabilities, therefore spot purchase of alternative accommodation may increase Under SWEP duty, there will be an increase in costs to house those during sever weather	B&B budgets
	Increased risk to the community and clients	The ability to house clients with high risk will be reduced, resulting potential assaults or self harm incidents in the community	No. clients presenting who cannot be found suitable accommodation
	Failure to house people during periods of severe weather	This is something required by law – LSC provides the flexibility to house people in such situations	No. nights provided under SWEP
	Severe Weather Emergency Protocol service is fully run by LSC as part of the services they provide	In 2013-14 90 people were given accommodation during severe weather – requiring a level of administration. This will need to be picked up by another party, at a cost	Cost of administering statutory function
	It is currently possible to reclaim housing benefit for people who are given shelter during a SWEP period	Loss of income	Housing benefit income
	Impact on the quality of life of residents and tourism	An increase in rough sleepers and associated behaviours will negatively impact the quality of life of residents and visitors to the Bay	
	Avoidable death of a member of the public / client	Clients with high / complex needs may spend one too many nights on the streets, leading to death	Serious Case Review (cost of £20-25k)
	Staff morale will be affected	Staff are passionate about doing their jobs well and helping people; their empowerment to help others will be affected	
	Client engagement with services	As part of staying at LSC clients are required to fulfil specific conditions,	

Asset	Consequence	Comments	Measure
		including engagement with services	
	There will be nowhere for health checks to take place	LSC provides a facility for health checks to take place (see services)	
	There will be nowhere for clients to look after their basic needs for cleanliness, toilets, etc.	LSC provides shower facilities for people on the street	
	24 people with potential priority needs will not be housed	There is a statutory duty to house people with statutory needs, leading to a failure	
	The building will be empty	Large asset in Torquay town not utilised	
Services	Avoidable death of a member of the public / client	Clients with high / complex needs may spend one too many nights on the streets, leading to death	Serious Case Review (cost of £20-25k)
	Inability to deliver positive intervention in line with requirements of ASB legislation	LSC provides a focal point for positive interventions e.g. employability, therefore applications for ASB orders are likely to be turned down if we are unable to evidence such interventions	Cases where positive interventions cannot be implemented
	Increase in neglect / substance misuse	As clients' needs go without being assessed, interventions to support them out of self-neglect / substance misuse will not be in place	No. cases with complex needs coming through
	Increase in "revolving door"	As clients' needs go unidentified their ability to maintain tenancies is likely to be affected, meaning that they are more likely to come through time and time again	No. repeat cases
	It is currently possible to reclaim housing benefit for people who are housed by LSC	Loss of income	Housing benefit income
	Increased re-offending, recall to prison and pressure on criminal justice system	As clients' needs are unidentified and unsupported their offending is likely to increase, particularly if they have come to Torbay from prison	No. recalls to prison for cohort
	Increase reliance on out of hours service for health	The health surgery held at the LSC diverts clients away from the traditional NHS services	Increase reliance on OOH services
	Increased pressure on A&E services	The health surgery held at the LSC diverts clients away from the traditional NHS services	Increased admissions to A&E
	Increased cost of carrying out the rough sleeper count	The count takes place weekly, this is done by LSC directly	6 hours per week to carry out the count
	The count is a	Not carrying out the count will result	Statutory service

Asset	Consequence	Comments	Measure
	statutory duty	in a statutory failure	provided
	Increase in anti-social behaviour at low and high level	If people have nowhere to go, the amount of rough sleeping is likely to increase, this will come with associated behaviours such as urinating in doorways, begging, etc.	ASB in Torquay town centre
	Access to services out of hours will be reduced	Voluntary sector rely on LSC to assist clients out of hours, this is likely to stop	No. people who cannot be helped out of hours
	Increased no. vulnerable people during the night time economy – e.g. harbour	As the centre is closed, there is nowhere for vulnerable people to go to at night	No. people who cannot be helped out of hours
	Increased pressure on housing options service	As more people need accommodation, the workload of the team will increase	No. cases presenting
	Increased in the use of custody	As clients seek a place to stay, it is likely that they will offend in order to be arrested for the night	
	Increase in the use of Mental Health Act powers	It is possible that the police will use their powers under the act to deal with issues arising	
	Reduced ability to be proactive	The LSC provides a central point of information for all agencies, enabling services to be proactive in how they manage cases	
	Reduced prevention of communicable diseases	The health checks provide identification of and measures to prevent the spread of communicable diseases	
	Increased demand on partner agencies	The ripple effects of not having appropriate housing and support will be felt by partners e.g. police, health service, criminal justice, etc.	
	Reduction in the effectiveness of interventions	As clients' needs are unidentified, the effectiveness of interventions will be reduced	
	ASB interventions will take longer to be resolved	As positive interventions and needs assessment are not in place, cases of ASB will not be managed as effectively and the community will suffer longer	No. cases which can no longer be effectively managed
	Compromised court order processes	As interventions cannot be put in place to support offenders, court processes may be affected, leading to greater costs	
	Increase in the "kill with Kindness" syndrome	As services are no longer provided formally, alternative services may be appearing without professional expertise	
Links	Increase in the reactive work	As clients go through the cycle, the housing options team will need to	No. of homeless applications

Asset	Consequence	Comments	Measure
	required	respond more frequently to homelessness applications	
	Increased demand on partner agencies	The ripple effects of not having appropriate housing and support will be felt by partners e.g. police, health service, criminal justice, etc.	
	Increase in safeguarding issues	As clients' needs are unidentified, issues may escalate to a safeguarding level without services being able to intervene early	
	Compromised access to information re. Missing persons / crime investigations	LSC currently assist the police in certain investigations	
	Reduced engagement of client with services	LSC require clients to fulfil certain requirements as part of the provision of accommodation, incentivising engagement	
	Greater distrust between clients and agencies	The LSC can act as a guarantor for agencies, resulting in better engagement	